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FILE

Training 3-1

DD/S 71-2798

15 JUL 1971

MEMORANDUM FOR: Chief, Support Services Staff

25X1

SUBJECT : - Midcareer Training Program

Hal:

I believe the attached collection of documents is self-explanatory.

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Please take action to rescind without fanfare.

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Chief, Support Operations Staff/DD/S

Att.

cc: Deputy Director of Training

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SOS/DD/S: pbt (15 July 71)

Distribution:

Orig - Adse w/att (DD/S 71-2338 w/background from OTR)

X - DD/S Subject w/cy 71-2338

1 - DD/S Chrono

1 - SOS Chrono

1 - DD/OTR

GROUP 1
Excluded from automatic
downgrading and
declassification

DTR-6416

DD/S 71-2338

19 JUN 1977

MEMORANDUM FOR: Deputy Director for Support

25X1

SUBJECT : [] "Midcareer Training Program"

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1. I recommend that [] "Midcareer Training Program," be rescinded. The Midcareer Course does not require the sanction of a Headquarters regulation and there is ample evidence that the Program, having fallen far short of original expectations as an Agency-wide endeavor, is not now effective.

2. The Curriculum Council of the Office of Training has on its agenda the problem of assuring that appropriate training opportunities are available to Agency officers during the mid-career period. The Council's deliberations are likely to lead to recommendations affecting the Midcareer Course as well as other existing training efforts. We will continue to offer the Midcareer Course in its present form, however, until the Council's recommendations have been received and approved.

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[]
HUGH T. CUNNINGHAM
Director of Training

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14 July 1971

Mr. Coffey via Mr. Wattles via Mr. [REDACTED]

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About a month ago we received from the Director of Training a memorandum proposing that we rescind [REDACTED] to accomplish the abolition of the Midcareer Program and allow the Midcareer Course to be handled as OTR handles other training courses without the sanction of an Agency Regulation. You expressed the concern that this proposal would not accomplish everything that was intended and that something was still left hanging. I have had some difficulty trying to identify what the loose ends might be. I suspect that the entire background may have been outdistanced by time and that we should, perhaps, start afresh.

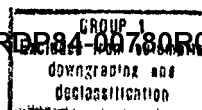
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I have reviewed the agendas and minutes of the Deputies Meetings since last fall and, on the chance that our files might not be complete, I have had OP review their files too. We can find no record that the Midcareer Program or Course ever appeared on the agenda or were discussed at a Deputies Meeting. The only thing we found was in the minutes of the 2 December 1970 meeting where, during a discussion of the proposed Senior Seminar, "Mr. Duckett urged that we review the Midcareer age and grade criteria as it appeared that at least for his Directorate the two courses might overlap."

Finding nothing helpful there, I talked with [REDACTED] who then did his own research. He traced it back to the recommendations of Problem Solving Seminar No. 3 which raised the question of the kind of training that should be offered for people who are not selected for the Midcareer Course. These recommendations were circulated to all of the Support Offices and Career Management Officers who offered their own comments and suggestions. All of this came down to a memorandum from Mr. Bannerman to the Director of Training dated

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25X1 6 July 1970 requesting that a basic paper be presented to abolish the Midcareer Program but keep the Midcareer Course. Mr. Bannerman's memorandum said that when he received the OTR paper he would probably ask that the subject be taken up at a Deputies Meeting. Our files contain a xerox copy of an unsigned memorandum from the Director of Training dated 16 November 1970 which appears to be the only response to Mr. Bannerman's request. OTR files seem to corroborate this. The OTR paper was reviewed by [] and Mr. Coffey culminating in a note from Mr. [] to Mr. Coffey suggesting that the whole subject be discussed with Mr. Cunningham before requesting that OTR rewrite the memorandum. Our record, and OTR's, stops there.

25X1 Mr. [] has the impression that a conversation did take place between Mr. Coffey and Mr. Cunningham and knows that the general subject of Midcareer Training continues to generate lively debate in the Office of Training. The Director of Training and individual members of the Curriculum Council hold disparate views about what the content of Midcareer Training should be. The Council is generally satisfied that the training needs of new professionals are well met but that the Midcareer Course as presently structured does not satisfy a similar need for people in the "mid-level years." Present thinking of the Curriculum Council is that the need, perhaps, is for a series of roughly two week courses at the midcareer level which would be run consecutively and could be taken as a block or separately depending on the midcareer officer's need.

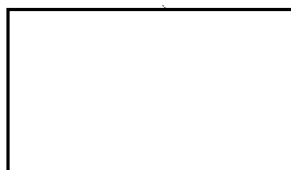
OTR has been tasked to come up with a proposal that would abolish the Midcareer Program and provide meaningful training for people at the midcareer levels. The difficulty arises in trying to accomplish both of these objectives simultaneously. There is general agreement that the concept of the Midcareer Program has proven itself invalid and should be abolished. There is no agreement about the kind of training that should be offered for which officers at mid-levels, and even some controversy over the definition of age and grade criteria to be applied in identifying what midcareer is. This dilemma has led OTR to the proposal they have offered which is to separate the Midcareer Program and the Midcareer Training Course and treat them as different problems. Under the circumstances, it seems this is the only reasonable course to follow.

One way of dealing with this would be to publish a Headquarters Notice saying that the Midcareer Program has proven impracticable but that the Midcareer Course will continue to be offered as it has in the past with the criteria for selection of participants remaining unchanged and rescinding the regulation. Such a notice could be sent to Colonel White

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with an explanation of the reasons supporting its issuance. He might elect to take it to the Deputies or to allow the coordination process to proceed with the expectation that it will produce any objections which might be harbored.

A draft notice and memorandum to Colonel White to accomplish these purposes are attached for your consideration.



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Atts.

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DD/S-71-2798

*not sent***MEMORANDUM FOR: Executive Director-Comptroller****Colonel White:**

The attached proposed Notice is intended to abolish the Midcareer Training Program while preserving the Midcareer Executive Development Course pending the outcome of a complete review of the entire midcareer concept currently being conducted in the Office of Training. The policy requiring the development of five year programs has never been observed and is generally considered impracticable. The Midcareer Course, on the other hand, seems generally regarded as offering useful exposure for its participants. While somewhat controversial, we believe it is worth keeping until we have some suitable alternative.

Unless you see some objection, I plan to circulate the attached proposed Notice for coordination and publication.

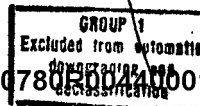
John W. Coffey**Attachment**

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SOS/DD/S: [] bbt (14 July 71)

Distribution:

- Orig - Adse w/att
- 1 - ER w/att
- X - DD/S Subject w/att & w/background
- 1 - DD/S Chrono
- 1 - SOS Chrono

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DRAFT

This Notice Expires _____

TRAINING

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MIDCAREER PROGRAM

not sent

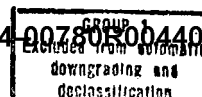
1. The Midcareer Training Program to provide for the critical assessment of an employee's experience, accomplishments, and growth potential at midcareer and to plan for his training and growth over a five-year period has proven to be impracticable. The Midcareer Executive Development Course, on the other hand, has been highly praised by its participants and is generally regarded as offering a valuable exposure for them.

2. Because of this apparent inconsistency the entire concept of the midcareerist--who he is, and what his training, experience and growth requirements are--is undergoing intensive review. Meanwhile, the Midcareer Training Program is hereby discontinued and Headquarters Regulation No. is rescinded. The Midcareer Executive Development Course will continue to be administered as it has in the past.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

JOHN W. COFFEY
Deputy Director
for Support

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FILE

Training 3-1

14 JUN 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Chief, CTP's Proposal to Modify the Career Training Program

1. We have discussed Mr. [] paper in some detail and have decided that we can agree with it only in part.

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2. In paragraph 2 he states, "For a year it has been possible for non-CT's to enroll in the same training courses taken by CT's...", etc. Actually, this possibility has existed for many years and was used a good deal in the 1960's to give young professionals one or more CT courses on a space-available basis. It presented no particular problems. The real problems with respect to internals versus externals started after the mid-1960's when the ceiling pinch set in and pressures developed to put as many internals as possible in CT slots. This approach not only reduced on-duty strength, but it provided enough CT's to keep the Program going.

3. Paragraph 6 suggests a semantic solution which I don't believe will accomplish anything and, in fact, could subject management to ridicule.

4. I believe we should get back to the basic purpose of the Program--to provide a means whereby the Agency can hire young people of high promise and introduce them to the work of the Agency as a whole before formal career commitments are made. If this Program is intended to bring new blood into the Agency, it should be restricted to externals only. This is particularly important because of the limited number of trainees who can be accommodated in the Program. Under this concept it makes no sense to send people already on board to the CT Program just to acquire the CT brand. They can, as [] suggests, be given any or all of the training provided for the CT's without being absorbed in the Program.

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5. I have discussed this subject with [] who advises me that despite conflicting opinion voiced in the DDP, on balance, they are satisfied with Office of Personnel recruitment and CTP

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selection and do not desire any change. DDP is potentially the biggest customer of the CTP and must begin increasing annual intake if it is to build a sound officer corps for the future. If our biggest customer is satisfied, why consider a major change in the Program?

/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

Distribution:

Orig & 1 - Addressee
1 - DD/Pers/R&P
1 - D/Pers Subj
1 - D/Pers Chrono

OD/Pers/HBFisher:djp (14 Jun 71)

DD/S Distribution:

Orig - Chief, Career Training Program, OTR, w/O of DD/S 71-2178
1 - DD/S Subject, w/cy of DD/S 71-2178✓

DD/S 71-2178: Memo dtd 21 May 71 for DTR fr Chief, CTP, subj: Proposal to Modify the Career Training Program

Note: Mr. Wattles discussed this memo and its attachment with Mr.

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☐ on 18 June 71.

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Approved For Release 2003/04/29 : CIA-RDP84-00780R004400010008-7

Approved For Release 2003/04/29 : CIA-RDP84-00780R004400010008-7

21 May 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Proposal to Modify the Career Training Program

1. Developments during the past year together with those expected during the next few months make re-examination of some aspects of the Career Training Program imperative. Because of these developments, the likely possibility exists that significant benefits can accrue to the Agency with some adjustments in (a) the selection of applicants for the CTP, (b) through the creation of related programs for internals in the sponsoring Directorates or Offices, and (c) by a change of name for the Program.

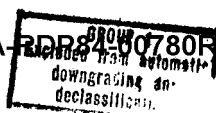
Selection of Applicants

2. For a year it has been possible for non-CT's to enroll in the same training courses taken by CT's. This availability of instruction, formerly restricted to CT's, has enabled young professionals to acquire the same training and be assigned to jobs without going the CT route. In other words, internal employees get the same orientation and, when desired by the Directorate, can be enrolled for the same basic skills training and return to productive jobs with a minimum of elapsed time.

3. This then prompts the question, what are the benefits of acceptance into the CTP for the internal employee? Aside from the two three-month interim assignments, internal CT's gain only the personal prestige and esprit de corps resulting from an organized program. The Agency, hopefully, gains more contented, possibly more accurately placed employees, and a better employee appreciation of the need for inter-Directorate communications. In a sense then, where internals are concerned, the CTP has become essentially an administrative device or mechanism to facilitate change of Directorate or Office and to give the CT label to internals.

4. Since it would be possible to handle internals more efficiently than through the CTP, the value of CTP benefits must be questioned on cost and procedural grounds. Except for those few internals who may not be properly placed by Directorate or Office, it would be more

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SECRET**SUBJECT: Proposal to Modify the Career Training Program**

economical to bypass the CTP simply because the internals would already have had the initial orientation training and it would not be essential for them to have the interim assignments. Procedurally, there should be some expeditious way other than through the CTP for the Agency to redirect an internal from one Directorate or Office to another and to convert contract employees to staff status. Given the logic for handling internals somewhat differently and more rapidly than external CT's, early consideration should be given to restricting the CTP personnel input exclusively to external candidates. Such a modification would result in the most efficient use of the CTP Staff to select, train, counsel, and place the type of "outstanding generalist" described in the 18 February 1970 CTP policy directive. Rather than selecting 20 to 30 externals a year, as is done under current practices, the CTP Staff would then select approximately 50 externals. This would make optimum use of selection procedures developed and proven during the past 20 years. Also, it would eliminate the likelihood of repetitious training that always exists to some degree when internals retake the early training given to all employees upon entrance on duty. Furthermore, it would remove the temptation to use the CTP as an administrative vehicle for converting contract personnel to staff employees. Finally, the CTP could devote its slots exclusively to the selection of new blood for the Agency and not become involved in judging the relative merits of internal candidates who are already in the Agency and more or less committed to it.

Related Internal Program

5. The career development of qualified internal employees who would normally apply for the CTP could either be handled entirely by the Directorate concerned or by the CTP, who could be requested by an office to oversee the internal employee's training and career guidance. In both cases the employee would remain on the sponsoring Directorate's personnel rolls for slotting and salary purposes. The CTP would offer the same counselling and placement opportunities given the externals to those internals placed under its tutelage and they would become part of the appropriate CT class. The CTP would have no voice in the selection of these internals, but would hope that CTP advice would be considered in each internal's ultimate placement.

Change of Name

6. Conflicting opinions exist within the Agency about the CTP and the CT's that are or have been a part of the Program. Many young professionals, non-CT's as well as CT's, view the CTP as prestigious and beneficial to an employee's development. Some other Agency officers

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SUBJECT: Proposal to Modify the Career Training Program

believe that the CTP has fostered a feeling of undesirable elitism among CT's and former CT's and that maximum effort should be exerted to eliminate any vestiges of an elite group. Toward this end, the proposal is made that the terms CTP and CT be superseded by the name Officer Development Program and that individuals in the Program be referred to simply as trainees. This would apply equally to externals in the Officer Development Program and to internals sponsored for the same training and guidance. The possibility of completely overcoming the prestige of the Program and the related elitism is remote. However, the elite group concept can be further diluted by the proposed name change and by referring to internals in an identical manner, that is, as trainees in the Officer Development Program.

7. With your concurrence, the proposals made in this memorandum will be staffed with the four Directorates and followed by a formal proposal for consideration by the Executive Director-Comptroller. As seems habitually to be the case, time is of the essence if the proposed modifications are to be implemented for the January 1972 Class.



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Chief, Career Training Program

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